



Changing The Safety Culture

Troy Anderson
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Where are we?



Location – Northern Rivers, NSW

Area – 10,441km²

Population – 51,570

What are we known for?



What are we known for?





What are we known for?



What are we known for?



CVC Workforce

Total number - 537

Operate from 2 main work bases

Grafton

Macleay

The situation

2015/2016

- 45 incidents
- 21 were Lost time injuries
- 1315 lost hours
- 4 Notifiable's
- Very high risk of major injury occurring



The Project

- WHS unit, Health & Safety committee (HSC) & management working together
- Project focus – improve safety culture
- Project aim – reduce injuries across organisation
- Had 100% executive support – 2 directors part of HSC

- Change thinking toward safety
- Improve training materials and techniques
- Improve communications and planning
- Identify areas & tasks that were causing repeat incidents



What did we do?

- Empowered the HSC
- HSC – focussed attention on the project
- We did in your face safety – questioned everything and promoted the questioning
- Revised our documentation – made it simpler and more useful

Conversion of SWMS to SWP's

- Before – 332 SWMS
- Now – 40 SWMS & 118 SWP's
- Make them simple and relevant – staff input and development (Good quality consultation)
- Eg welding 4 SWMS (30 Pgs) – now 1 SWP (2 Pgs)

What did we do?



Safe Work procedure SWP 054 Welding and Oxy Cutting

SWP 054 v2 Welding and Oxy Cutting

PPE that may be required



Tools that may be required

- Mig welder
- Gas mixer
- Oxy acetylene kit
- Torches/tips
- G clamps
- Grinder

Associated Documentation

- Safety data sheet

Training/license requirements

- Operators are to have received information, training, instruction or be under supervision to operate welder.

NOTE: During fire season no general purpose hot works are to be carried out in the open during a total fire ban. For emergency work an exemption may be applied for from NSW Rural Fire Service.

NSW RFS Headquarters 8741 5555 NSW RFS Clarence Valley 6644 5125

Pre-start and risk assessment

- All operators must have received appropriate instruction, information and training or be under supervision when welding equipment is being used.
- Use the correct regulator for the gas being used. Red for Acetylene, Blue for Argon and Black for Oxygen.
- Inspect the hoses and regulators for signs of damage.
- Do not use if welding equipment does not have current annual inspection tags.
- Remove flammable liquids from the work area.
- Ensure work area is well ventilated.
- Cylinders are to be stored upright on a cylinder trolley or secured to prevent falling.
- Other personnel involved in the welding process are to wear welding eye protection.
- Fire extinguisher / fire fighting equipment must be available.
- For external welding assess weather conditions.
- Use a spotter where fire is a potential hazard.
- Ensure that lines are not kinked.
- Always use the correct gas for the welder.
- Assess the area for the need of a welding screen and use as required.



Safe Work procedure SWP 054 Welding and Oxy Cutting

Arc Welding (MIG/TIG)



Argon/ blue regulator.

- Ensure weld work area is dry.
- Do not point wire towards people or weld equipment.
- Ensure all weld surfaces are clean of grease and debris.
- Attach G clamp to weld piece where required.
- If working in awkward positions take regular breaks.
- If the tip needs changing, turn off welder and isolate.
- If the weld wire becomes kinked, turn off disconnect power supply before re-feeding the wire.
- Close gas cylinders when finished.

Oxyacetylene Welding / Cutting



Acetylene/ red regulator.



Oxygen/ black regulator.

- Check that flash back arrestors are in place.
- Never light the torch with matches or a lighter, always use a striker.
- Do not point flame towards people or weld equipment.
- Do not use oil near the oxygen equipment.
- Always turn gases off when not in use.

Responsible Manager	Greg Mashiah	
Manager authorisation	Date:	Signature:
HS Committee endorsement	Minute No:	Date:

I hereby certify that I understand the requirements of this Safe Work Procedure: SWP 054 v2

Name	Organisation	Signature	Date

What did we do?

Stop, Think, Talk, Act Campaign

- Stickers
- Email banners
- Intranet messaging
- GM message at meetings
- Reinforcement of phrase

ARE YOU WORKING SAFELY?



Injury Management

Made **Recover At Work** the norm whether the injury was compensable or non compensable

- Provision of suitable duties/Recover at work plans
- Interdivisional support
- Ensure injured workers felt supported
- Focused first on the injured worker instead of the incident.



External Assistance



SafeWork NSW

- Partnered up with Safework
- Targeted areas – a bit of an awakening
- Presentations to supervisors and SFO's re roles and responsibilities



Council's Insurer

Council's Insurer



Targeted areas with poor performance

Training for supervisors on Recover at Work

PerFORM seminars

Boot Camp

Manual Handling Boot Camp



Motivational Speaker

Motivational speaker

Philip Smallman



Mock Court





It wasn't all about physical safety



Mental Health

- Rural Adversity Mental Health Program (RAMHP)
- RUOK – BBQ's, email banners, activities
- Mental Health first aid training
- ABC Man Up series for staff – outdoors in yard, back 1 hr early in AC
- Staff team for Movember

RUOK?



clarence
VALLEY COUNCIL

RUOK?



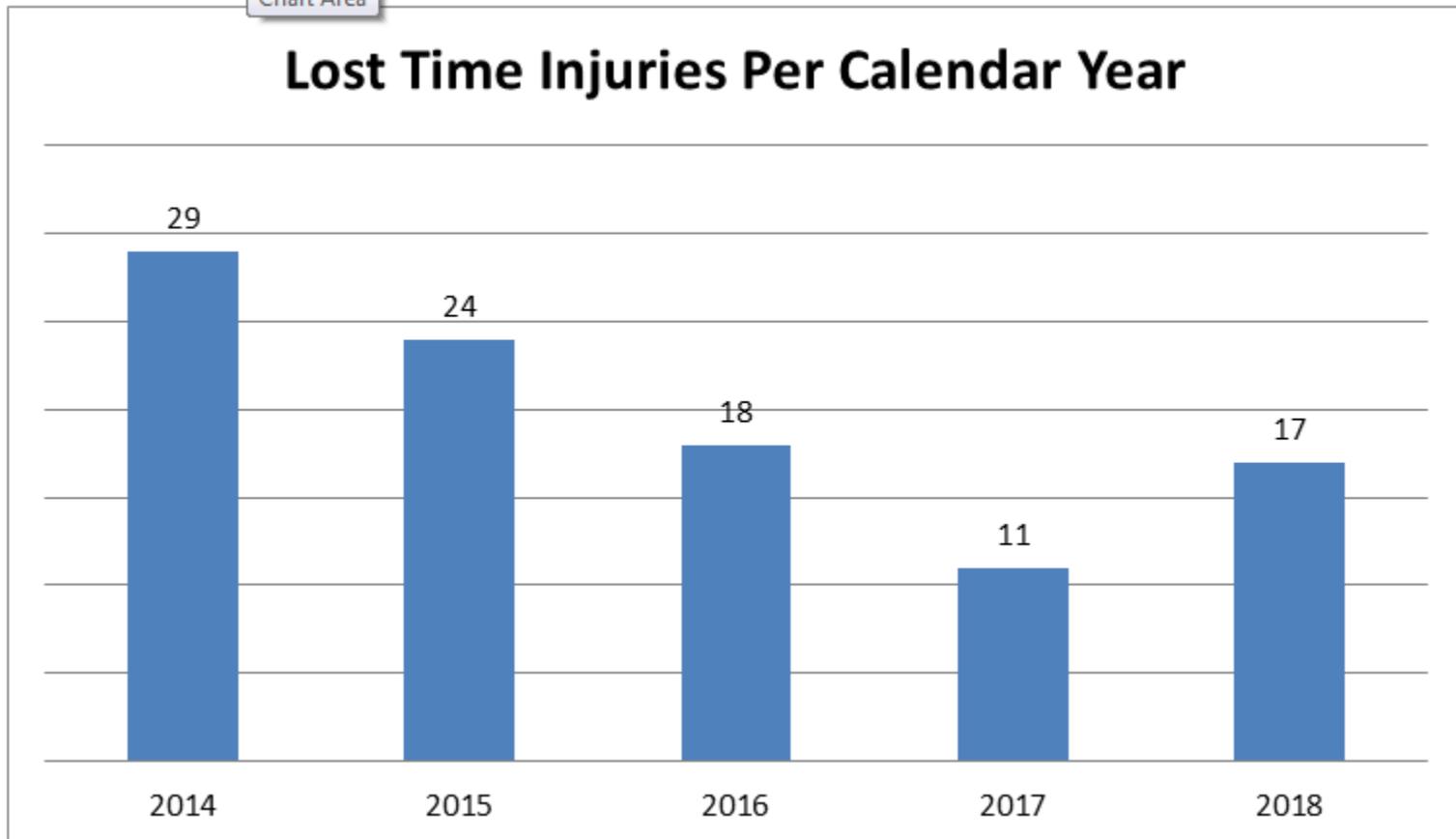


How did we go?

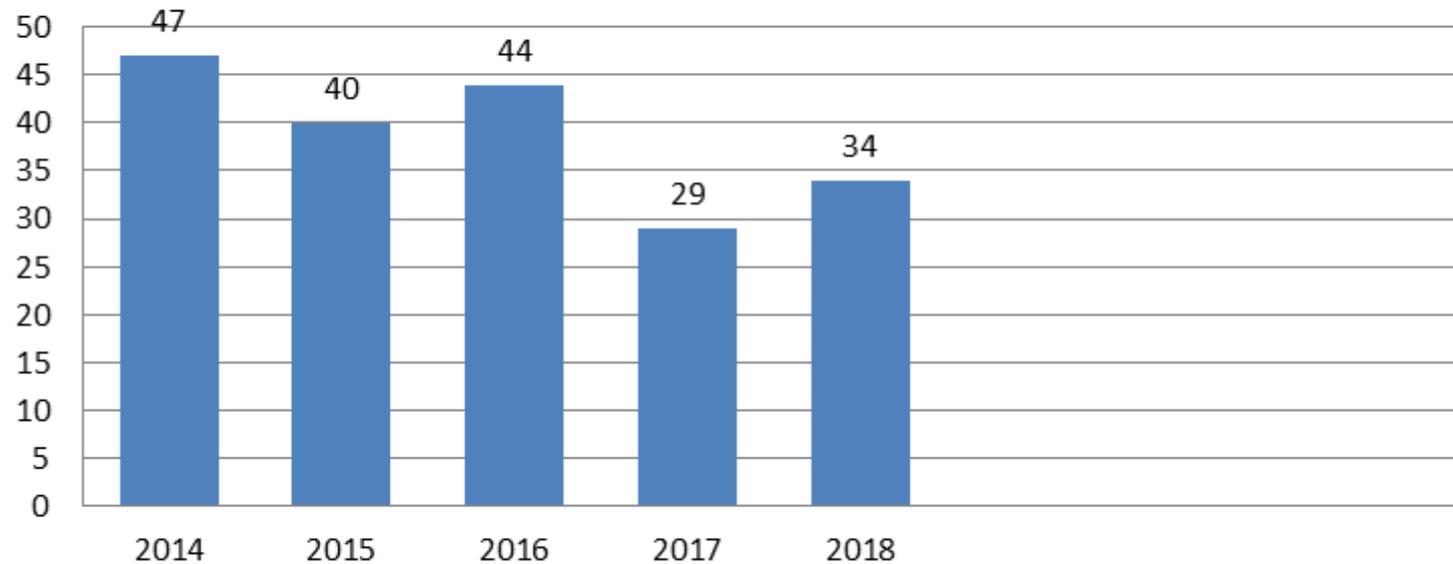
- 25% reduction in claims
- 50% reduction in LTI's – 2014 to 2017
- \$594,000 saving in workers comp premium 17/18
& held steady for 18/19.

Chart Area

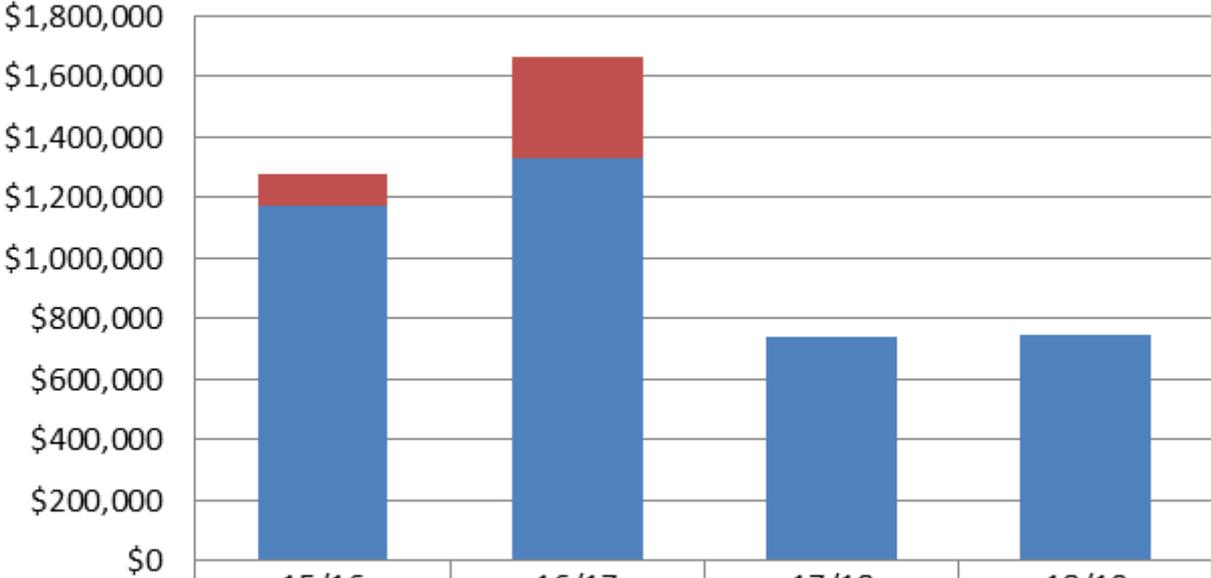
Lost Time Injuries Per Calendar Year



Number of workers compensation claims per calendar year



Workers Compensation Premium



	15/16	16/17	17/18	18/19
■ Transitional capping	\$107,879	\$331,184	\$0	\$0
■ Workers comp premium	\$1,170,317	\$1,328,833	\$735,901	\$746,606

Safety adopted as one of Council's values

Shifted mindset of the workforce – proactive

Safety moments at start of meetings

Conversion of SWMS – made it easier

Internal safety grant program



What's next?



What's next

Empower new HSC

Keep momentum

Promote the results

Keep each other safe – physical and mental

Keep on keeping on

Practical/Effective

Simple processes and tools

Credible and outcomes focused procedures

Minimal cost

Safety thinking workforce

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